

Summer 2017

Gameday Security (Summer 2017)

National Center for Spectator Sports Safety and Security

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SUMMER 2017

Gameday Security™

The Official Magazine of **NCS4**

National Center for Spectator Sports Safety and Security
at The University of Southern Mississippi

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Cover photo courtesy of Steve Surfaro

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A Year of Change and Growth

NCS4 Updates on Training, Technology, and Certification

We've had an exciting year of change and growth at NCS4. We established a partnership with **INTERPOL** (and their 190 member countries) to strengthen training activities for police officers serving in sport security roles. Through our partnership, we are developing a three-day course in Sport Security Executive Management, which will be offered in Europe this fall, followed by additional future courses.

Our **Certified Sport Security Professional (CSSP)** certification program has earned accreditation from the American National Standards Institute known as ANSI. ANSI's accreditation program is recognized as a world-renowned leader in personnel credentialing. Earning ANSI accreditation is an exciting milestone for our certification program and a great achievement for NCS4. We believe this distinction will help strengthen the CSSP credential and elevate professional standards in the sports security profession.

Additionally, we are nearing completion of installing a state-of-the-art **National Sports Security Laboratory (NSSL)** at our Center. Thanks to our many security solutions partners, we are integrating new technologies to enhance training, education, evaluation, and exercise programs.

Back in 2015, the NCS4 partnered with **Athletic Business Media** to produce the very first edition of *Gameday Security* magazine. The purpose then and still today is to distribute current information, commentaries, and articles relevant to the practice of sports safety and security.

Athletic Business Media's extensive media coverage of facility operations at the professional, collegiate, high school, municipal and military levels provided our profession with a media outlet to attract a broad segment of our growing sport safety and security field.

The Summer Edition of *Gameday Security* is our first issue without our founding partners, Athletic Business Media. We would like to thank them for their support and dedication over the past two years in propelling *Gameday Security* to where it is today. We appreciate their commitment to helping us develop our magazine from the ground up, so that we can continue to grow and to advance the sports safety and security industry.

Finally, we are also gearing up for the 8th annual **National Sports Safety and Security Conference and Exhibition** which will take place on July 11-13 in Orlando, Fla. We hope to see many of you there as we focus on "Building Resiliency in the Sports Safety and Security Industry."

Lou Marciani
Director of NCS4



NCS⁴ will hold the eighth annual **National Sports Safety and Security Conference and Exhibition** on July 11-13, 2017 at the JW Marriott Orlando Grande Lakes. The theme this year is ***Building Resiliency in the Sports Safety and Security Industry***. The gathering of top professionals in the field provides a wholesome environment dedicated to security/safety technologies, products, services and education for safeguarding the assets and spectators we are charged to protect.

TARGET AUDIENCE:

Sports venue and event operators, managers, security and safety staff, and the first responders community. These are representatives from the following levels: professional leagues, intercollegiate athletics, interscholastic athletics and marathon/endurance events



BIG DATA's BIG FUTURE

The age of actionable intelligence and smart technology has arrived. Is sports security ready?

Photos courtesy of Steve Surfaro

There was a time in the not-so-distant past where the idea of being able to distinguish between fans cheering or arguing simply by using sound acoustics, or being able to identify potential threats the moment they arrive at a venue simply through license plate identification, might have been considered as probable as the Chicago Cubs winning the World Series.

But the times, as Bob Dylan once crooned, they are a changin', especially in the world of sports security.

"Three to four years ago, IoT wasn't an acronym people were using frequently as it was still an emerging technology," says Dr. James Chong, CEO of software company VidSys. "But today, IoT is something everyone is talking about."

Steve Surfaro works for Axis Communications, an IT company that offers high quality video sensors and access control devices that run video analytics and acoustic signature analytics, has noted increased interest in new technologies, as well. At a recent trade show, many of the conversations he had involved video analytics that can run inside a camera and on the cloud.

"Three years ago, this conversation never would've happened, even though it's been on the plateau of productivity," he admits. "There are some fantastic technologies that must be employed, but unfortunately we're still in that process of adoption in the sports industry."

Video analytics and IoT are just a few of the technologies and software platforms poised to improve safety and security at sports venues and events. And even in an industry that has been traditionally reluctant to adopt new technologies, there is no denying technology's future is now.

EMBRACING CONNECTIVITY

Put simply, IoT, or the Internet of Things, is advanced connectivity to sensors, devices, systems and services connected to the cloud. According to Dr. Chong, by 2020, between 35-50 billion objects will be connected to the cloud, creating massive amounts of data that will need deciphering.

Says Marc Lee, Vice President of security products and solutions provider Allegion: "Data is overwhelming in terms of the volume that you have, so you look for different ways to search it, use it and apply it, to make it more relevant."

In sports security, that data can be filtered and correlated based on time, location, duration and frequency into actionable intelligence.

"What you're going to see is more things like artificial intelligence or predictive analytics where we're not only identifying what's happening now, but what may happen in the future based on patterns and things that happened yesterday or today," Dr. Chong says. "It's like forecasting so we have the ability to come up



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with procedures and opportunities to help make sure all different angles are viewed.

"I think that's where the future is going. It's going to become more and more real-time basis," Dr. Chong adds.

Ultimately, that data that is amassed is condensed down into images and sound.

From an imagery perspective, IoT can help in a variety of ways. For example, if there is an individual or group of individuals in a location he/she/they shouldn't be or if there is an emergency, sensors, cameras and other devices can provide real-time monitoring, allowing personnel to go straight to the source and diffuse or react to any situation promptly. Facial recognition is another key component, as is traffic management or movement.

Surfaro believes one of the most important ways sports security personnel can leverage their sensors and IoT is through vehicle identification and identifying potential risks the moment they arrive at an event.

"It's a great opportunity to figure out if any vehicles coming in have warrants attached to them, or if the vehicle is stolen," he says. "You can even monitor suspicious activity, such as a rented commercial van in a parking lot full of tailgaters."

The process involves scanning 100 license plates at a time and then making a National Crime Information Center query. It can be done in real-time or it can be done post-event, and is just one way predictive analytics can be utilized in sports security.

Meanwhile, the technology behind sound acoustics and sound detection systems has advanced to a point where it can tell the difference between fans cheering and people yelling at one another. It is also especially beneficial if the lights went out. A sound detection system can record and read voices.

And that's not all, according to Surfaro.

"These same devices can also do short-range gunshot detection where they can tell the caliber of the weapon, how many shots were fired and in what direction," Surfaro says.

Augmented reality is another key part of tech's future in the sports security world.

"Augmented reality is really all about taking all the data capabilities and representing something that is easier to have an awareness of and make critical decisions in preparation and real-time to either prevent a potential threat or react to mitigate a threat in progress," explains Lee. "It's a more proficient threat assessment tool because when you talk augmented reality, you're talking about information and engaging human brains in a different matter."

Ultimately, technology and big data requires a shift in thinking from sports security leaders, but with an eye still on one of their top priorities: the fan experience.

"The fan experience has to be preserved as part of what we're doing, and you can preserve that experience by using big data," says Lee. "But they have to have the understanding of how it can make a difference,



and I don't think the utility of big data has been fully demonstrated for people who run sports venues in this country."

A CAN'T MISS PANEL

Dr. Chong, Surfaro and Lee will all be a part of an important panel discussion at the NCS4 Conference, which is being held July 11-13 at the JW Marriott Orlando Grande Lakes in Florida. "How is Big Data Going to Affect the Sport Security Industry?" will provide insight on the future of big data analytics and how it will enhance command centers with real-time situational awareness.

"We've got to stay in front of the threat—that threat is ever evolving—we need all the tools available to us to do that," says Lee. "I'm confident in the security we have in place, but I think engaging those smart people in the discussion and understanding how we can get better at doing this is important."

Says Dr. Chong: "I'm a big believer that it's not only about technology, it's about the people and the processes being brought together to solve real important problems. At this session, that's what the audience will be able to take away. There's a lot of things that are data driven, so I think we'll be able to talk about that and explain that more practically to the audience."

The panel discussion is being held from 2:00 p.m. to 3:15 p.m. on Wednesday, July 12.



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SETTING THE STANDARD

By promoting continuing education and professional development through certification, the Ilitch Holdings brand is setting the standard for leadership development in the commercial facilities sector.

The **Certified Sport Security Professional (CSSP)** certification was launched 2013 to fill a critical need in the field of sports safety and security. Within the profession there was growing demand for a credential that would distinguish leaders in the field with high levels of experience and education, and promote continuous professional development to keep the workforce up to pace with the ever-changing security landscape.

Richard Fenton, Vice President of Corporate Security and Safety for Ilitch Holdings, who was a key contributor in developing the CSSP, was one of the first to recognize the value certification could bring to his own security teams and venues they operate. The Ilitch companies represent leading brands in the food, sports and entertainment industries, including Little Caesars, Blue Line Foodservice Distribution, the Detroit Red Wings, Olympia Entertainment, the Detroit Tigers.

Fenton has been successful in integrating the CSSP as part of employee professional development plans for Ilitch Holdings security teams. Currently, each sports and entertainment subsector within Ilitch Holdings has a designated CSSP. The company also boasts the greatest number of CSSPs employed by one organization. Meet the team below!



Richard Fenton
Vice President, Corporate Security
Ilitch Holdings Inc.

I oversee all aspects of security for our two professional sports teams (Detroit Red Wings / Detroit Tigers) as well as our food (Little Caesars, Champion Foods and Blue Line Foodservice Distribution), property management (Olympia Development) and entertainment (Olympia Entertainment) companies. In addition to my work with Ilitch Holdings, I also serve on numerous advisory boards, committees and participate in several working groups responsible for the development of best practice guidelines and security standards.

"My team's passion is to take the experience and knowledge we have gained to make our venues and the area around us safer for future generations. Being CSSP certified supports our endeavors and allows us to work closely with our partners through NCS4 to become the catalyst of change around the world."



Jerry Connors

Director of Security, Detroit Tigers

As the Director of Security for the Detroit Tigers, I am responsible for overseeing safety and security for the team, Comerica Park and affiliated Tiger venues and ensuring that high customer service standards, security and life safety, and effective emergency planning needs are met. In my role, I manage the day-to-day operations of the security department including, but not limited to event/game planning and hiring and training of staff as well as the development of departmental goals and strategies.

“Obtaining the CSSP designation affords me additional professional knowledge and credibility and I am proud to be among a group of high level security professionals affiliated with an elite organization like NCS4.”



Johnny Jackson

Director of Venue Security, Olympia Entertainment / Detroit Red Wings

As the Director of Venue Security for Olympia Entertainment and the Detroit Red Wings, I am responsible for all aspects of security and safety for the Fox Theatre, Hockeytown Café and Joe Louis Arena. While my time at the “Joe” is winding down, the majority of my day is spent ensuring that the security technology and design elements of the Little Caesars Arena are progressing in time for our September 2017 opening.

“The team at NCS4 have dedicated their time to the development of security standards across the sports industry. CSSP designation allows security professionals the opportunity for personal growth and to reinforce their commitment to provide the highest level of service to their venue and sport.”



Brad Piro

National Director of Loss Prevention

Little Caesars Enterprises, Inc. and Blue Line Foodservice Distribution

Since joining the Ilitch-family of companies, I am responsible for the management of internal investigations, loss prevention programs, regulatory compliance, emergency management and technology development for both Little Caesars and Blue Line Food Distribution. In addition to daily operations, I am a member of the Ilitch Holdings security team working on the design and development of security measures for the Little Caesars Arena.

“In my tenure as a Certified Sport Security Professional and member of NCS4, the knowledge and information I have gained easily transitioned to the food and transportation industry. I recommend taking the review course and becoming certified regardless of your background – it is invaluable.”



MISCHIEF MANAGED

How to manage multigenerational workforce challenges to meet evolving security threats.



In his 20 years overseeing operations for the Chicago White Sox and now the Cleveland Browns, Troy Brown has seen pretty much everything. “It used to be in our industry, the biggest challenge was alcohol management and dealing with people that were impaired and unruly. Now, it has shifted to people that have intentions to hurt people,” he says.

While Brown acknowledges alcohol-management remains a big issue, there’s another more daunting challenge that Brown and hundreds of other venue and event operations leaders are now facing: attracting and retaining the right supervisors to manage an increasingly challenging multigenerational workforce.

Says Drew Pittman, Assistant Athletic Director, Facilities and Operations, Baylor University: “Personnel is the biggest challenge we face across the board. From being able to provide any type of service or security or safety, all of it boils down to the people that we have.”

Sports security leaders overseeing professional, collegiate, high school and recreational athletics events all struggle to not only attract the right staff, but retain those workers, as well. Compounding the problem is the presence of a multigenerational workforce unlike

anything we’ve ever seen, filled with “by the book” Baby Boomers and “what’s in it for me” Millennials. Add it all up and it equals one big headache for sports venue and event managers.

A ‘SUPER’ SOLUTION

Pittman started in arena management at Baylor roughly a dozen years ago, overseeing basketball games and special events. Today, he focuses on McLane Stadium, home to the Baylor Bears football team. The number of spectators he’s tasked with protecting has expanded greatly, as has the duration of protection—football is an all-day event versus the 3-4 hours required for a basketball game.

“We base everything around the guest experience, and the challenging part is finding enough people that want to work consistently, and then training them to deliver a high level of product for our fans,” says Pittman. “But really, the part that’s really hard is finding good supervisors.”

A typical game day at McLane Stadium involves 150 stadium and school employees, and approximately 220 personnel from third-party vendor, CSC. Most of the school staff comes from word of mouth by old staff,

and that staff is given the option to work for Baylor year-round beyond simply football season, once they've passed the interview and training process, to provide additional motivation.

But as Pittman admits, regardless of how strong the recruitment process is, it can all come to a screeching halt with supervisors that aren't doing their jobs.

"Your supervisor has to be engaged with your staff," says Pittman. "We can't be there all the time, we rely on our supervisors to give us good feedback on people and their performance and what they're doing. I really believe our supervisors are the most important people in the building because they've got to be able to solve a problem on their own."

Brown believes it comes down to training, leadership and supervision. All three have to be in place when transient workers come in, many with their own agenda, according to Brown. "It's not that they aren't great people, they just don't understand the challenges of leadership. We spend a lot of time with them, every night before a game day going over what we think is going to happen and the following week, we go over what happened and discuss how to fix it, be it security, staffing or guest issues."

Part of that equation is creating the proper supervisor-to-subordinate ratio. According to Brown, industry standard is around 1:10, but Brown prefers a 1:4 or 1:5 ratio for Browns football games.

"We stress to our supervisors that you take the stadium and it's a pie, you all have your pieces of pie, and there's really no reason to go outside your pie," Brown says. "Your job all day long is to go to your five people continuously to see if they need any help, see how they are doing and see if they have any questions."

"When they know the supervisor is right there, they are going to do the right thing. If they don't see a supervisor for an hour, they're going to wander over and talk to their friends."

This is especially true of one generation, in particular.

THE BOOMING MILLENNIALS

Two years ago, Millennials surpassed Gen-Xers as the dominant generation in the workforce and by 2030, it is projected that Millennials will make up 75 percent of the workforce. Steve Watson, Managing Director at Stanton Chase, thinks those that see Millennials in a negative light need to take a closer look.

"There is a perception that Millennials aren't hard working, but that's a false perception," Watson says. "Millennials are motivated by different things and managers need to understand that."

In Brown's case, that means access to the team weight room and road games. While Brown ultimately granted access to the weight room, he dismissed the road games request.

"With the Millennials, you have to provide more," he says. "You can't just offer a workplace with trust and

respect, it's not enough. It has to have perks."

On top of that, Brown also has to contend with older workers that have worked hard for everything they have, and aren't as accommodating to a group commonly branded as the entitled generation.

"Millennials want to be the boss right now, they don't want to pay their dues while the older worker just wants to come and do their job," Brown says. "We may have an older usher go by and tell a younger usher to stand up straight and that they are making us all look bad, and the younger worker will respond that they aren't their boss. It's manageable, but it goes back to supervision."

Mike Dowling, Associate Athletic Director at UCLA, is a 34-year-veteran that has embraced the unique characteristics of the technology savvy generation. "We have several people who would fall into the Millennial generation category that are intimately involved in the planning and management of our security operations," Dowling explains. "They come with very creative ideas and good work ethic, and a lot of energy, and they make significant contributions to what we're trying to do."

For Pittman, he's taking a wait-and-see approach with his Millennial staff.

"The jury's still out," he admits. "We've seen really great results from the Gen-X folks, but really we've have great success from all generations. We have a fair amount that are motivated and interested in bringing us new ideas, and brining a new mindset to how we do things."

Ultimately, successfully managing Millennials and multigenerational workforces comes down to a change in mindset, and supporting staff that may have different ideas or work ethics, but have the same goal at heart: provide the best environment for fans as possible.

"The old-fashioned style of my-way-or-the-highway has to go out the window," Watson urges. "It's not a way you can be an effective leader in today's world, especially managing today's generations that are in the workforce. It requires people to be a lot more flexible, adaptive, creative and innovative."



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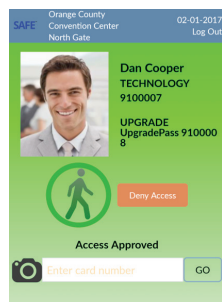


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HEAD OF THE CLASS

Sports security education gets much-needed boost with MBA track at The University of Southern Mississippi.



The tragic events of 9/11 forever altered airport security in the U.S. It led to the creation of the Transportation Security Administration (TSA), an agency that's part of the Department of Homeland Security with approximately 60,000 screeners nationwide and that employs federal marshals that fly, on average, around 1 billion miles each year to keep travelers safe. Since 9/11, more than \$100 billion has been spent securing airports and airplanes, making it the game-changing moment in U.S. security history.

But in the sports realm, there is another impactful event that forever changed how venues and events are secured: the Boston Marathon bombings.

"What I feel changed it for the sports industry, even more than 9/11, was the Boston Marathon bombings, because that targeted sports in the U.S., and that, to me, is when everything ramped up to the point of, if it happens here again, are we going to be prepared for it and how do we stop it," says Troy Brown, Vice President of Stadium Operations, Cleveland Browns.

All aspects of sports security were intensely evaluated and scrutinized, and changes have been implemented across all levels as a result, including the presence of walkthrough metal detectors at professional and collegiate games. Some organizations took it a step further, including the National Center for Spectator Sports Safety and Security (NCS4) and the University of Southern Mississippi (USM), which recognized security

personnel preparation needed to begin much earlier in the process.

CREATING THE FOUNDATION

The University of Southern Mississippi is unlike most universities around the U.S. in many ways, including its connection to NCS4. Shortly after the bombings, USM began evaluating how to implement a sports security track into their MBA program. There were components of it already sprinkled into certain bachelor's programs, it was just a matter of creating an advanced platform that fit.

"We cover a little bit of the security and risk segment in our sports law class and our facility management class," says Dr. Stacey Hall, Chair and Associate Professor, Economic Development, Tourism & Sport Management at USM. "And then through extensive discussions between academia and NCS4, as well as the professionals connected with NCS4, we established a program we believed very strongly in."

The MBA program, which is fully accredited by AACSB and ranked in the top 200 "Best Part-Time MBA Programs" by U.S. News & World Report, is 33 hours, and nine of those hours are electives, providing an opening to add a sports security track that included three courses at three credit hours each. The first course is an introductory course to sports security management, covering the major scope of homeland security, emergency preparedness, and

WANT TO LEARN MORE ABOUT THE MBA PROGRAM AT USM?

CONTACT HEATHER ADAMS, GRADUATE PROGRAM ADVISOR, AT H.L.ADAMS@USM.EDU, 228-214-3496, OR GO TO WWW.NCS4.COM/ACADEMICS/MBA FOR MORE INFORMATION.



Pictured above: Daniel Eborall

general vulnerabilities to the sports environment. This not only includes terrorism, but natural disasters and crowd management as well.

"The introductory course gives the student a good understanding and a broad strokes perspective of the risk assessment, the emergency planning, and the training that's involved," says Dr. Hall. A research paper based on that individual's interest is the major project for the course.

The second course dives into threat and risk assessment of sports venues, which includes risk assessment methodology, identifying vulnerabilities and mitigating risks. A risk assessment of a facility or event is required, and can be based on the student's location—approximately half of the 12 to 15 students currently enrolled at the program are locally based, the rest take the courses online.

The third and final course is sport event emergency response planning, which takes an in-depth look at emergency response and security plans, business continuity and crisis communications plans. The major project in this course involves students developing an emergency response plan for an event of their choice, again relative to their geographic location.

One of the students that went through the sports security track as part of an MBA is Daniel Eborall, who earned the distinction of being the program's first graduate in May. Despite being one of the half-dozen local participants, his foray into the sports security world started nearly 4,500 miles away.

A STAR IS BORN

A youth soccer star from Sheffield, England, Eborall clearly remembers the moment that shaped his future in sports security. Two years before Eborall was born, in 1989, his father attended a game one mile from his family's home at Hillsborough Stadium between Liverpool and Nottingham Forest. Overcrowding at the event led to 96 fatalities and 766 injuries in what would become the worst disaster in British sports history.

"My Dad was at the game but fortunately was on the other end of where the pushing happened," Eborall recalls. "What he remembers is that there were a lot of intoxicated fans that basically stormed the gates there."

Ironically, the Hillsborough disaster occurred on April 15, the same day as the worst disaster in U.S. sports history, the Boston Marathon bombings, which occurred exactly 24 years later.

Eborall's soccer talents brought him to America, and after stops in Virginia and Ohio, he finished up his bachelor's degree in Mississippi. After injuries ended his soccer career, he chose to go to grad school, where a conversation with the parent of one of the kids he coached in soccer changed his life.

"He told me about the sports security track of the MBA and told me I'd be the first one in the nation to do it," says Eborall. "I've been involved with various aspects of a stadium—I've been a season ticket-holder as a fan and I've been a player—so I came from a different viewpoint in terms of a security perspective."

"Danny is the first that's going to be really well-rounded and have the potential to move toward that path of becoming a chief risk management officer on an executive level, if that was his ultimate goal," says Dr. Hall. "I think those positions are becoming more important on that level, it's just a matter of producing that student with that background and knowledge to prove their worth."

MOVING FORWARD

Dr. Hall has had many conversations with other institutions that are considering implementing an undergraduate course in sports security, although she believes this is an area that is still severely lacking nationwide.

"We're at a point where there needs to be a dedicated course for sports security; at least one on the undergraduate level and at least one on the graduate level," she says, noting that institutional resources and qualified teachers are two of the biggest challenges standing in the way.

Eborall, who also worked as a graduate assistant with NCS4, agrees. "Sports security is in its infancy. There's a big gap in the industry and there's a need for getting people involved in sports security at a younger age. If I got my normal MBA, I'm the same as everybody else, but now I have an MBA with an emphasis in sports security, I can offer something different."



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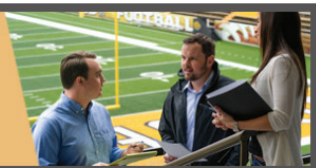
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